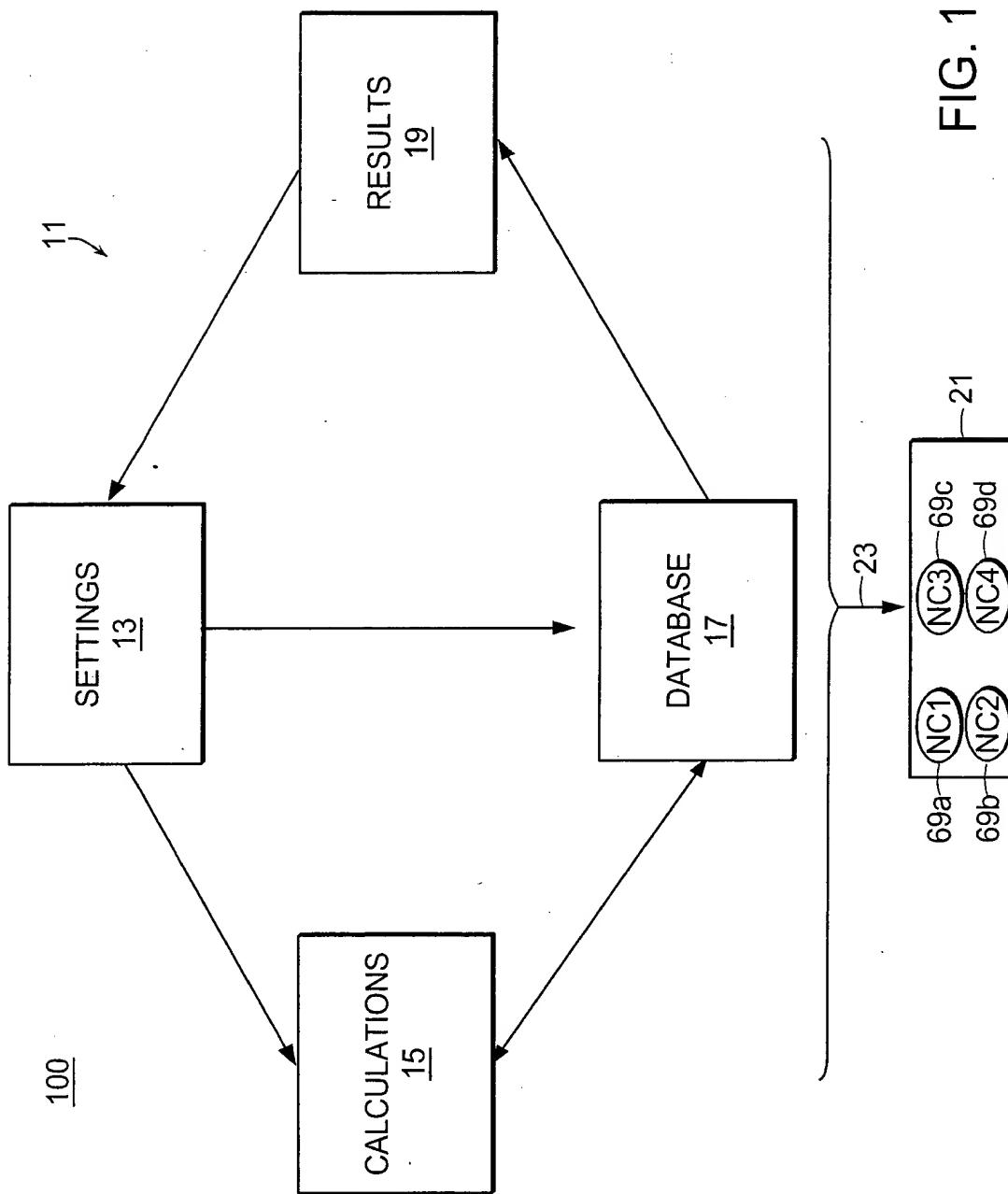




)

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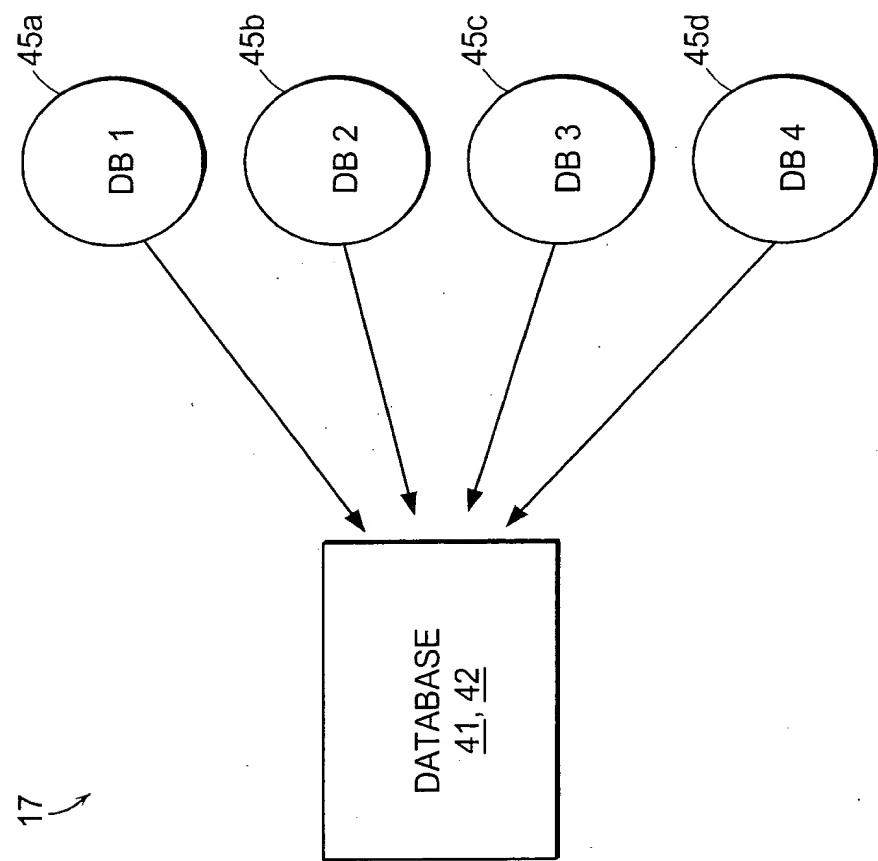


FIG. 2

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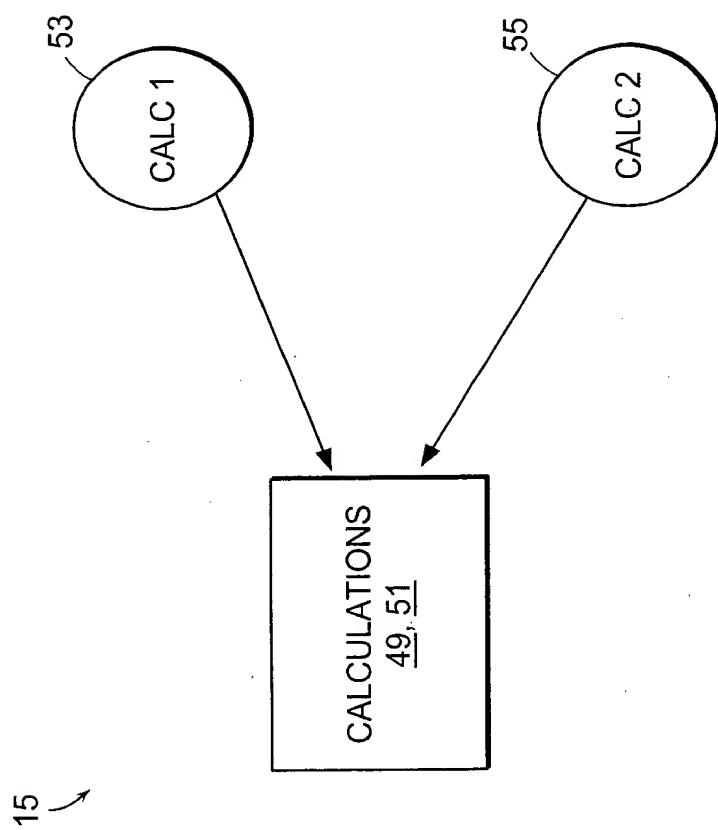


FIG. 3

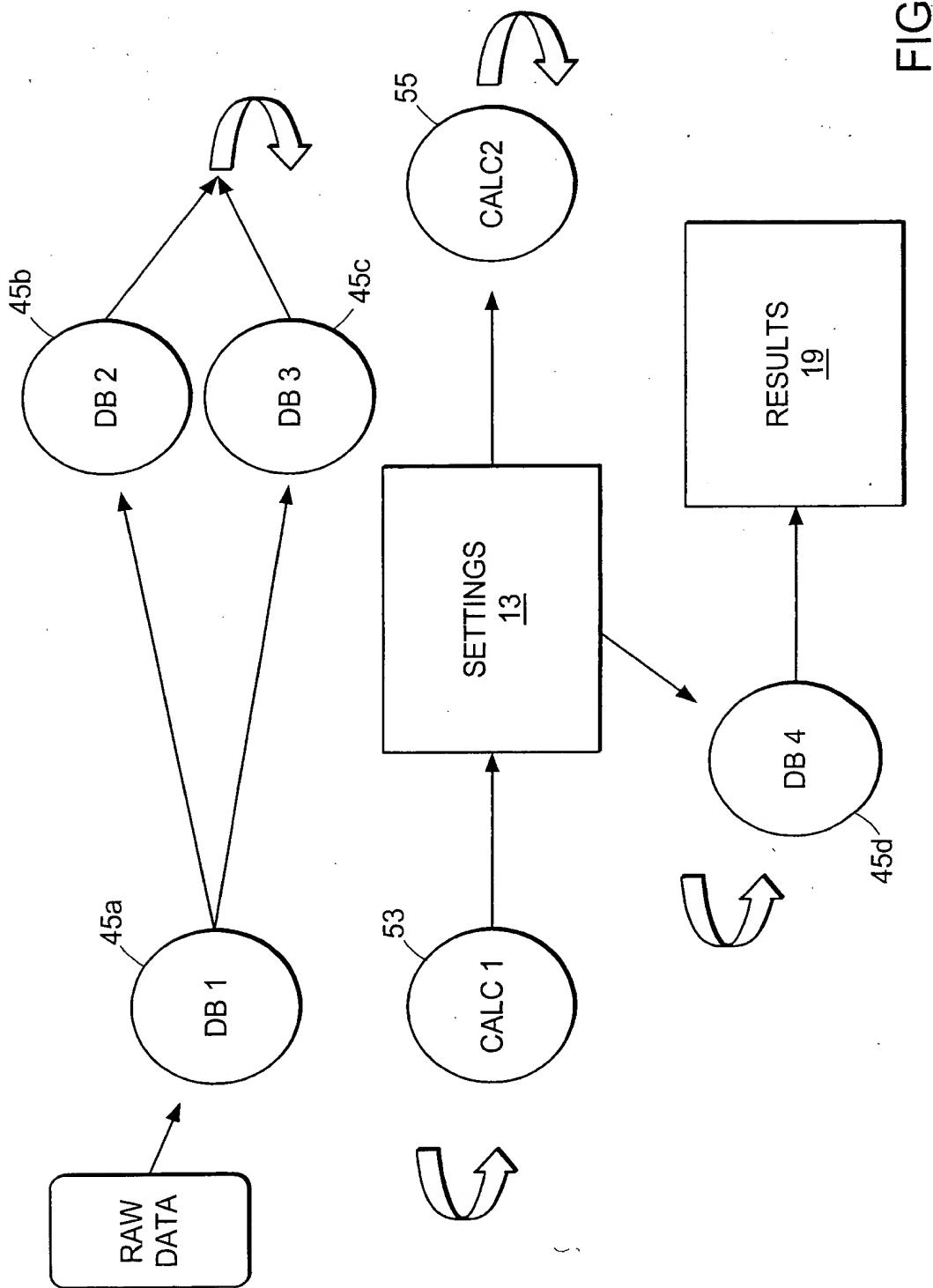


FIG. 4

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Intervals	1. Reenerg.	2. Adj.	3. Trans.	Interval	Interval	Threshold	Type
Intervals							
ABS DIFF 12.7735%	27			29		31	
CORREL 0.6388							
I. Prediction							
A. Key Business Parameters							
1. Mkt Share/Revenue Ratio	Low	High	Medium	High	Low	High	Percentile
2. Asset Intensity (Asset/Rev Ratio)	Zero	Medium	Medium	Low	Decl.	Low	Percentile
3. Change in Profitability							Percentile
B. Funding Strategy / Risk							Percentile
1. Company Beta	Low	High	Medium	High	Low	Medium	Percentile
2. Debt/Equity Ratio	High	Low	Medium	High	Medium	Medium	Percentile
3. Creditworthiness	Low	Low	High	High			Percentile
4. Cash Flow/Revenue Ratio							Percentile
C. Market							Percentile
1. Relative Market Share	Medium	High	High	Low	Decl.	Low	Percentile
2. Change in Market Share	Zero	Zero	Incr.	Low			Percentile
3. Relative Elasticity of Demand	High	Medium	Medium	Low			Percentile
II. Actual							
A. Business Structure							
1. Business Mix	Low	High	High	High	Low	N/A	Percentile
2. Business Age	High	Low	High	High	N/A	Low	Fixed
3. Number of Divisions	Low	Low	High	High	N/A	N/A	Percentile
4. Number of SIC Industries							Percentile
B. Business Strategy							Percentile
1. R&D Investment	Low	N/A	Low	High	N/A	N/A	N/A
2. Acquisition Strategy	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3. Strategic Intent							
List of Arguments For This Table	Low	Medium	Medium	High	Incr.	N/A	Percentile
	Decl.	Zero	Zero	High	N/A	N/A	Fixed
	N/A	N/A	N/A	N/A	N/A	N/A	N/A

FIG. 5A

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	A	B	C	D	E	F	G	H	I
1	Conversion								
2									
3									
4									
5									
6									
7	I. Prediction								
8	A. Key Business Parameters								
9	1. Mkt Share/Revenue Ratio	1							
10	2. Asset Intensity (Asset/Rev Ratio)	3							
11	3. Change in Profitability	2							
12	B. Funding Strategy / Risk								
13	1. Company Beta	1							
14	2. Debt/Equity Ratio	3							
15	3. Creditworthiness	1							
16	4. Cash Flow/Revenue Ratio	1							
17	C. Market								
18	1. Relative Market Share	2							
19	2. Change in Market Share	2							
20	3. Relative Elasticity of Demand	3							
21									
22	II. Actual								
23	A. Business Structure								
24	1. Business Mix	1							
25	2. Business Age	3							
26	3. Number of Divisions	3							
27	4. Number of SIC Industries	1							
28	B. Business Strategy								
29	1. R&D Investment	1							
30	2. Acquisition Strategy	9							
31	3. Strategic Intent	9							
32									
33									
34									

33



FIG. 5B

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32

	A	B	C	D	E	F	G	H
1	General Arguments				Arguments for Prediction			
2					Arguments for Actual			
3	Bottom	1	Decl.	1	Decl.	1	Fixed	2
4	Extra	4	High	3	High	3	N/A	9
5	Middle	2	Incr.	3	Incr.	3	Percentile	1
6	N/A	9	Low	1	Low	1		
7	Top	3	Medium	2	Medium	2		
8			Zero	2	Zero	2		
9								
10								
11								
12								
13								
14								
15								

If any of these arguments change, each list has to be sorted alphabetically by name in ascending order:

FIG. 5C

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SAMPLE FROM SETTINGS

Scoring	35	29	2. Adj	3. Trans.
		1. Reenerg	Score	Score
I. Prediction				
A. Key Business Parameters				
1. Mkt Share/Revenue Ratio	100.00	100.00	100.00	100.00
2. Asset Intensity (Asset/Rev Ratio)	25.00	25.00	25.00	25.00
3. Change in Profitability	100.00	100.00	100.00	100.00
B. Funding Strategy / Risk				
1. Company Beta	100.00	100.00	100.00	100.00
2. Debt/Equity Ratio	125.00	125.00	125.00	125.00
3. Creditworthiness	25.00	25.00	25.00	25.00
4. Cash Flow/Revenue Ratio	25.00	25.00	25.00	25.00
C. Market				
1. Relative Market Share	200.00	200.00	200.00	200.00
2. Change in Market Share	150.00	150.00	150.00	150.00
3. Relative Elasticity of Demand	0.00	0.00	0.00	0.00
II. Actual				
A. Business Structure				
1. Business Mix	0.00	75.00	0.00	100.00
2. Business Age	0.00	0.00	25.00	25.00
3. Number of Divisions	25.00	25.00	25.00	25.00
4. Number of SIC Industries	25.00	25.00	25.00	25.00
B. Business Strategy				
1. R&D Investment	0.00	0.00	0.00	100.00
2. Acquisition Strategy	112.50	75.00	75.00	112.50
3. Strategic Intent	75.00	75.00	75.00	150.00

FIG. 5D

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SAMPLE FROM SETTINGS

Thresholds	1. Bottom Threshold 2. Middle Threshold 3. Top Threshold at Percentile	at Percentile	at Percentile
ABS DIFF 12.7735%			
CORREL 0.6388	27		
I. Prediction			
A. Key Business Parameters			
1. Mkt Share/Revenue Ratio	45.00%	85.00%	
2. Asset Intensity (Asset/Rev Ratio)	55.00%	80.00%	
3. Change in Profitability	35.00%	58.00%	
B. Funding Strategy / Risk			
1. Company Beta	45.00%	80.00%	
2. Debt/Equity Ratio	20.00%	82.00%	
3. Creditworthiness	45.00%	65.00%	
4. Cash Flow/Revenue Ratio	45.00%	65.00%	
C. Market			
1. Relative Market Share	35.00%	52.00%	
2. Change in Market Share	35.00%	55.00%	
3. Relative Elasticity of Demand	35.00%	80.00%	
II. Actual			
A. Business Structure			
1. Business Mix	56.25%		
2. Business Age			
3. Number of Divisions	56.25%		
4. Number of SIC Industries	56.25%		
B. Business Strategy			
1. R&D Investment			
2. Acquisition Strategy			
3. Strategic Intent	75.00%		

FIG. 5E

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A	B	C	D	E	F	G	H
Thresholds							
1	2	ABS DIFF 12.7735%	3	1. Bottom Threshold	2. Middle Threshold	3. Top Threshold	
4	CORREL 0.6388		5	Fixed	Fixed	Fixed	
6			7	I. Prediction			
8	A. Key Business Parameters		9	1. Mkt Share/Revenue Ratio	4.00%		
10	2. Asset Intensity (Asset/Rev Ratio)		11	3. Change in Profitability			
12	B. Funding Strategy / Risk		13	1. Company Beta			
14	2. Debt/Equity Ratio		15	3. Creditworthiness			
16	4. Cash Flow/Revenue Ratio		17	C. Market			
18	1. Relative Market Share		19	2. Change in Market Share			
20	3. Relative Elasticity of Demand		21				
22	II. Actual		23	A. Business Structure			
24	1. Business Mix		25	2. Business Age			
26	3. Number of Divisions		27	4. Number of SIC Industries			
28	B. Business Strategy		29	1. R&D Investment			
30	2. Acquisition Strategy		31	3. Strategic Intent			
32			33				
34							

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	A	B	C	D	E	F	G	H	I	J	K
Factors & Strategies											
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
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27											
28											
29											
30											
31											
32											
33											
34											

38 ↘

1. Reenerg. 2. Adj. 3. Trans.

I. Prediction

A. Key Business Parameters

- 1. Mkt Share/Revenue Ratio
- 2. Asset Intensity (Asset/Rev Ratio)
- 3. Change in Profitability

B. Funding Strategy / Risk

- 1. Company Beta
- 2. Debt/Equity Ratio
- 3. Creditworthiness
- 4. Cash Flow/Revenue Ratio

C. Market

- 1. Relative Market Share
- 2. Change in Market Share
- 3. Relative Elasticity of Demand

II. Actual

A. Business Structure

- 1. Business Mix
- 2. Business Age
- 3. Number of Divisions
- 4. Number of SIC Industries

B. Business Strategy

- 1. R&D Investment
- 2. Acquisition Strategy
- 3. Strategic Intent

FIG. 5G

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SAMPLE WORKSHEET FROM "DATABASE" WORKBOOK

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	3	Com	Corporation													
2																
3																
4	I.	Prediction		27	DB	2										
5																
6	A.	Key	Business	Parameters												
7	1.	Mkt	Share	Revenue	Ratio											
8	2.	Asset	Intensity	(Asset/Rev	Ratio)											
9	3.	Change	in	Profitability												
10	B.	Funding	Strategy	/	Risk											
11	1.	Company	Beta													
12	2.	Debt/Equity	Ratio													
13	3.	Creditworthiness														
14	4.	Cash	Flow/Revenue	Ratio												
15	C.	Market														
16	1.	Relative	Market	Share												
17	2.	Change	in	Market	Share											
18	3.	Relative	Elasticity	of	Demand											
19																
20	Growth	Strategy														
21																
22																
23																
24	II.	Actual		27	DB	3										
25																
26	A.	Business	Structure													
27	1.	Business	Mix													
28	2.	Business	Age													
29	3.	Number	of	Divisions												
30	4.	Number	of	SIC	Industries											
31	B.	Business	Strategy													
32	1.	R&D	Investment													
33	2.	Acquisition	Strategy													
34	3.	Strategic	Intent													
35																
36	Growth	Strategy														
37																
38																

42

1 Fortune Fastest Growth (5 yrs) ABS DIFF 21.83% Analyze yes
45b

A. Key Business Parameters
1. Mkt Share/Revenue Ratio
2. Asset Intensity (Asset/Rev Ratio)
3. Change in Profitability

B. Funding Strategy / Risk
1. Company Beta
2. Debt/Equity Ratio
3. Creditworthiness
4. Cash Flow/Revenue Ratio

C. Market
1. Relative Market Share
2. Change in Market Share
3. Relative Elasticity of Demand

4. Growth Strategy
1. Reenerg. 2. Adj. 3. Trans

Interval
Low
Low
Decl.

N/A
Low
High
High

Medium
Decl.
Medium

40.00%
300
6.67%
50
53.33%
400
100.00%
750

1. Reenerg.
2. Adj.
3. Trans

High
High
High
Low

25
High
25
25
11.20%
50
39.41%
175
49.38%
219.25
100.00%
444

38
38
56.25
63
100
25
38
38
56.25
63
11.20%
50
39.41%
175
49.38%
219.25
100.00%
444

FIG. 6A

SAMPLE WORKSHEET FROM "DATABASE" WORKBOOK

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
39																
40																
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74																
75																
76																

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FIG. 6B

1998

14/24

SAMPLE FROM CALCULATIONS

51a	A	B	C	E	G	H	I	J	K	L
1	1. Mkt Share/Revenue Ratio	53								
2			Calc 1							
3				57	FALSE	RAVISENT	Neurocrine	FALSE		
4	Factor/Company									
5	A. Key Business Parameters									
6	1. Mkt Share/Revenue Ratio									
7				Calc 2	FALSE	-1975.11%	-1054.61%	FALSE	-858.22%	-786.75%
8	Interval	55			N/A	Low	Low	N/A	Low	Low
9										
10										
11	Strategy	29	Interval	Type	From =>	To <	Analysis:		Sample Size	85.00
12					NEG INF	-3.43%				
13	1. Reenerg.	Low	Percentile		3.43%	50.45%	Mean	-62.41%	Median	0.00%
14	2. Adj.	Medium	Percentile		50.45%	POS INF	Minimum	-1975.11%	Maximum	1286.53%
15	3. Trans.	High	Percentile	61	50.45%	SD	3.25	3.25	Variance	10.57
16							59			
17										
18										
19	100.00%									
20										
21	-400.00%									
22										
23	-900.00%									
24										
25	-1400.00%									
26										
27	-1900.00%									
28										
29	-2400.00%									
30										
31										
32										

Company

FIG. 7A

SAMPLE FROM CALCULATIONS

	A	B	C	D	E	F	G	H	I	J
1	All Factors									
2										
3										
4										
5										
6										
7										
8	I. Prediction									
9	A. Key Business Parameters									
10	1. Mkt Share/Revenue Ratio	-455.14%	Low	20.47%	Medium	21.96%	Medium			
11	2. Asset Intensity (Asset/Rev Ratio)	0.78	Low	0.07	Low	1.05	Low			
12	3. Change in Profitability	-0.97%	Decl.	-0.07%	Zero	0.84%	Incr.			
13	B. Funding Strategy / Risk									
14	1. Company Beta	N/A	Low	0.27	Medium	0.49	Medium			
15	2. Debt/Equity Ratio	0.01	High	0.03	Low	2.60	High			
16	3. Creditworthiness	1.50	High	0.00	Low	0.14	Medium			
17	4. Cash Flow/Revenue Ratio	0.20	High							
18	C. Market									
19	1. Relative Market Share	0.34	Medium	0.28	Medium	2.23	High			
20	2. Change in Market Share	-29.54%	Decl	20.96%	Incr.	1.41%	Zero			
21	3. Relative Elasticity of Demand	3.00	Medium	2.67	Low	3.00	Medium			
22	II. Actual									
23	A. Business Structure									
24	1. Business Mix	102.45%	High	17.15%	Low	13.04%	Low			
25	2. Business Age	21.00	High	53.00	High	93.00	High			
26	3. Number of Divisions	4.00	High	3.00	Low	6.00	High			
27	4. Number of SIC Industries	2.00	Low	3.00	High	6.00	High			
28	B. Business Strategy									
29	1. R&D Investment	11.01%	High	0.00%	Low	0.78%	Low			

SAMPLE FROM RESULTS

Strategy Table

Sheet Number	Company	Average	3 Com Corporation	Adams Resources & Energy, Inc.	Alcoa	Allied Waste Industries, Inc.	Amazon.com Inc.	America Online Inc.	Ameritrade Holding Company	Amsouth Bancorp.	Applied Digital Solutions Corporation	10
Analysis			1 yes	2 yes	3 yes	4 yes	5 yes	6 yes	7 yes	8 yes	9 no	yes
I. Prediction			40.00% 6.67% 50.00% 3.33%	46.67% 73.33% 6.67%	20.00% 33.33% 20.00%	46.67% 63.33% 16.67%	23.33% 60.00% 23.33%	13.33% 63.33% 23.33%	46.67% 33.33% 20.00%	10.00% 36.67% 53.33%	N/A N/A N/A	6.67% 50.00% 43.33%
1. Reenerg.	24.12%											
2. Adj.	48.16%											
3. Trans.	28.73%											
II. Actual												
1. Reenerg.	28.42%											
2. Adj.	46.12%											
3. Trans.	25.45%											
ABS DIFF	12.7735%	21.8318%	15.2797%	12.6095%	13.3333%	6.5230%	10.5556%	6.3980%	7.6962%	N/A	17.6375%	
Correlation												
1. Reenerg.	0.65299											
2. Adj.	0.57538											
3. Trans.	0.68798											
Average	0.63876											

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FIG. 8

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
1	Colgate-Palmolive Company														
2															
3	27	DB 2													
4	I. Prediction														
5															
6	A. Key Business Parameters														
7	1. Mkt Share/Revenue Ratio														
8	2. Asset Intensity (Asset/Rev Ratio)														
9	3. Change in Profitability														
10	B. Funding Strategy / Risk														
11	1. Company Beta														
12	2. Debt/Equity Ratio														
13	3. Creditworthiness														
14	4. Cash Flow/Revenue Ratio														
15	C. Market														
16	1. Relative Market Share														
17	2. Change in Market Share														
18	3. Relative Elasticity of Demand														
19	Growth Strategy														
20															
21															
22															
23	27	DB 3													
24	II. Actual														
25															
26	A. Business Structure														
27	1. Business Mix														
28	2. Business Age														
29	3. Number of Divisions														
30	4. Number of SIC Industries														
31	B. Business Strategy														
32	1. R&D Investment														
33	2. Acquisition Strategy														
34	3. Strategic Intent														
35	Growth Strategy														
36															
37															
38															

42a

26 Fortune Most Admired List

45b

27 DB 2

Value

Interval

1. Reenerg. 2. Adj. 3. Trans.

A. Key Business Parameters

1. Mkt Share/Revenue Ratio -37.22%
2. Asset Intensity (Asset/Rev Ratio) 0.81
3. Change in Profitability 0.010

B. Funding Strategy / Risk

1. Company Beta 1.41
2. Debt/Equity Ratio 1.56
3. Creditworthiness 0.14
4. Cash Flow/Revenue Ratio 0.014

C. Market

1. Relative Market Share 0.23
2. Change in Market Share -0.61
3. Relative Elasticity of Demand 2.00

Growth Strategy

60.00% 450 33.33% 250 6.67% 50 100.00% 750

45c

27 DB 3

Value

Interval

1. Reenerg. 2. Adj. 3. Trans.

A. Business Structure

5.64% 194.00
1. Business Mix 2.00
2. Business Age 2.00
3. Number of Divisions 2.00
4. Number of SIC Industries 1.85%

B. Business Strategy

1. R&D Investment
2. Acquisition Strategy
3. Strategic Intent

Growth Strategy

58.89% 148 31.58% 79.5 9.53% 24 100.00% 252

FIG. 9A

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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
39	40	III. Data													
41	42	Latest Year Data Available													
43	44	1999 Revenues (in mil)	9118.20	4.00	1806										
45	46	1998 Revenues (in mil)	8971.60	937.30	2.00										
47	48	1997 Revenues (in mil)	9056.70	848.60	169.00										
49	50	1996 Revenues (in mil)	8749.00	740.40											
51	52	1999 Assets (in mil)	7423.10	635.00											
53	54	1998 Assets (in mil)	7685.20	11.44%	1. Reenerg.	50.00%									
55	56	1999 Debt Outstanding (in mil)	2582.20	11.51%	43	50.00%									
57	58	1999 Shareholder's Equity (in mil)	1833.70	11.51%	2. Adj.	50.00%									
59	60	1999 Liabilities (w/o Debt)	3007.20	11.51%	3. Trans.	0.00%									
61	62	1999 Net Cash from Oper. Activ.	1292.70	11.51%	Total	100.00%									
63	64	1999 Cash at End of Year (in mil)	199.60	11.51%											
65	66	1999 Interest Paid	171.60	11.51%											
67	68	Business Mix		11.51%											
69	70	Geography Region	1998 Revenues	1998 Assets	1998 Revenues										
71	72	Region1	3,043.40	33.92%	0.00%	35.24%	0.00%	35.24%	0.00%	35.24%	0.00%	35.24%	0.00%	35.24%	0.00%
73	74	Region2	2407.90	26.84%	0.00%	25.85%	0.00%	25.85%	0.00%	25.85%	0.00%	25.85%	0.00%	25.85%	0.00%
75	76	Region3	2067.70	23.05%	0.00%	22.25%	0.00%	22.25%	0.00%	22.25%	0.00%	22.25%	0.00%	22.25%	0.00%
77	78	Region4	1452.60	16.19%	0.00%	16.67%	0.00%	16.67%	0.00%	16.67%	0.00%	16.67%	0.00%	16.67%	0.00%
79	80	Region5	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
81	82	Region6	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
83	84	Business Segment	7975.70	88.90%	0.00%	8048.90	0.00%	88.27%	0.00%	88.27%	0.00%	88.27%	0.00%	88.27%	0.00%
85	86	Segment1	995.90	11.10%	0.00%	1069.30	0.00%	11.73%	0.00%	11.73%	0.00%	11.73%	0.00%	11.73%	0.00%
87	88	Segment2		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
89	90	Segment3		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
91	92	Segment4		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
93	94	Segment5		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
95	96	Segment6		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
97	98	Segment7		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
99	100	Segment8		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
101	102	Segment9		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
103	104	Segment10		0.00%	0.00%		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

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1999 Latest Year Data Available	9118.20
1998 Revenues (in mil)	8971.60
1997 Revenues (in mil)	9056.70
1996 Revenues (in mil)	8749.00

1999 Debt Outstanding (in mil)	2582.20
1999 Shareholder's Equity (in mil)	1833.70
1999 Liabilities (w/o Debt)	3007.20
1999 Net Cash from Oper. Activ.	1292.70
1999 Cash at End of Year (in mil)	199.60

1999 Interest Paid	171.60
Business Mix	
Geography Region	1998 Revenues
Region1	3,043.40
Region2	2407.90
Region3	2067.70
Region4	1452.60
Region5	0.00%
Region6	0.00%

Business Segment	Segment1	Segment2	Segment3	Segment4	Segment5	Segment6	Segment7	Segment8	Segment9	Segment10
Segment1	7975.70	88.90%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment2	995.90	11.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment3			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment4			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment5			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment6			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment7			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment8			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment9			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Segment10			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

FIG. 9B

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51b	A	B	C	E	G	H	I	J	...	BM	BN
1	4. Cash Flow/Revenue Ratio	53									
2											
3											
4	Factor/Company	Calc 1	SPEEDUS CO M. Inc.	Emisphere Technologies	Miravant Medical				...	Colgate- The Proctor & Palmolive	
5											
6	B. Funding Strategy/Risk										
7	4. Cash Flow/Revenue Ratio										
8											
9	Interval	55									
10											
11	Strategy	Interval	Type	From =>	To <	Analysis:				Sample Size	85.00
12				NEG INF	0.07						
13	1. Reenerg.	Low	Percentile	POS INF	0.07	Mean	-0.10			Median	0.10
14	2. Adj.	High	Percentile	63	0.15	Minimum	-11.21			Maximum	0.51
15	3. Trans.	Medium	Percentile	0.07	0.15	SD	1.26			Variance	1.58
16											
17											
18											
19											
20	0.50										
21											
22											
23											
24											
25											
26											
27											
28											
29											
30											
31											
32											

Company

FIG. 9C

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All Factors

	3 Com Corporation				Adams Resources & Energy, Inc.				Colgate-Palmolive Company				Compaq Computer Corporation			
	Analyze Value	Yes Interval	Analyze Value	Yes Interval	Analyze Value	Yes Interval	Analyze Value	Yes Interval	Analyze Value	Yes Interval	Analyze Value	Yes Interval	Analyze Value	Yes Interval	Yes Interval	
I. Prediction																
A. Key Business Parameters																
1. Mkt Share/Revenue Ratio	-455.14%	Low	20.47%	Medium	-37.22%	Low	-69.67%	Low	0.71	Low	1.31	Medium	0.03	Medium	Yes	Yes
2. Asset Intensity (Asset/Rev Ratio)	0.78	Low	0.07	Low	0.81	Low	-0.70%	Low	1.01%	Incr.	0.14	Medium	1.31	High	Yes	Yes
3. Change in Profitability	-0.97%	Decl.	-0.07%	Zero	0.14	Medium	-0.17%	Medium	0.14	Medium	0.14	High	0.03	High	Yes	Yes
B. Funding Strategy / Risk																
1. Company Beta	N/A	Low	0.27	Medium	1.41	N/A	N/A	N/A	1.56	Medium	0.23	Medium	0.44	High	Yes	Yes
2. Debt/Equity Ratio	0.01	High	0.03	Low	0.14	Medium	-0.17%	Medium	0.14	Medium	0.14	High	0.03	High	Yes	Yes
3. Creditworthiness	1.50	High	0.00	Low	0.14	Medium	-0.17%	Medium	0.14	Medium	0.14	High	0.03	High	Yes	Yes
4. Cash Flow/Revenue Ratio	0.20	High	0.00	Low	0.14	Medium	-0.17%	Medium	0.14	Medium	0.14	High	0.03	High	Yes	Yes
C. Market																
1. Relative Market Share	0.34	Medium	0.28	Medium	0.23	Medium	-0.44%	Medium	0.23	Medium	0.23	Medium	0.44	High	Yes	Yes
2. Change in Market Share	-29.54%	Decl	20.96%	Incr.	-0.61	Zero	-0.44%	Zero	-0.61	Low	-0.61	Zero	-0.44%	Decl.	Yes	Yes
3. Relative Elasticity of Demand	3.00	Medium	2.67	Low	2.00	Low	-3.00	Low	2.00	Low	2.00	Low	3.00	Medium	Yes	Yes
II. Actual																
A. Business Structure																
1. Business Mix	102.45%	High	17.15%	Low	5.64%	Low	12.45%	Low	194.00	High	18.00	High	4.00	High	Yes	Yes
2. Business Age	21.00	High	53.00	High	2.00	Low	18.00	Low	3.00	Low	2.00	Low	2.00	Low	Yes	Yes
3. Number of Divisions	4.00	High	3.00	Low	2.00	High	4.00	Low	3.00	Low	2.00	Low	2.00	Low	Yes	Yes
4. Number of SIC Industries	2.00	Low	3.00	High	2.00	High	2.00	High	3.00	High	2.00	High	2.00	High	Yes	Yes
B. Business Strategy																
1. R&D Investment	11.01%	High	0.00%	Low	1.85%	Low	4.31%	Low	1.85%	Low	1.85%	Low	4.31%	Low	Yes	Yes

FIG. 9D

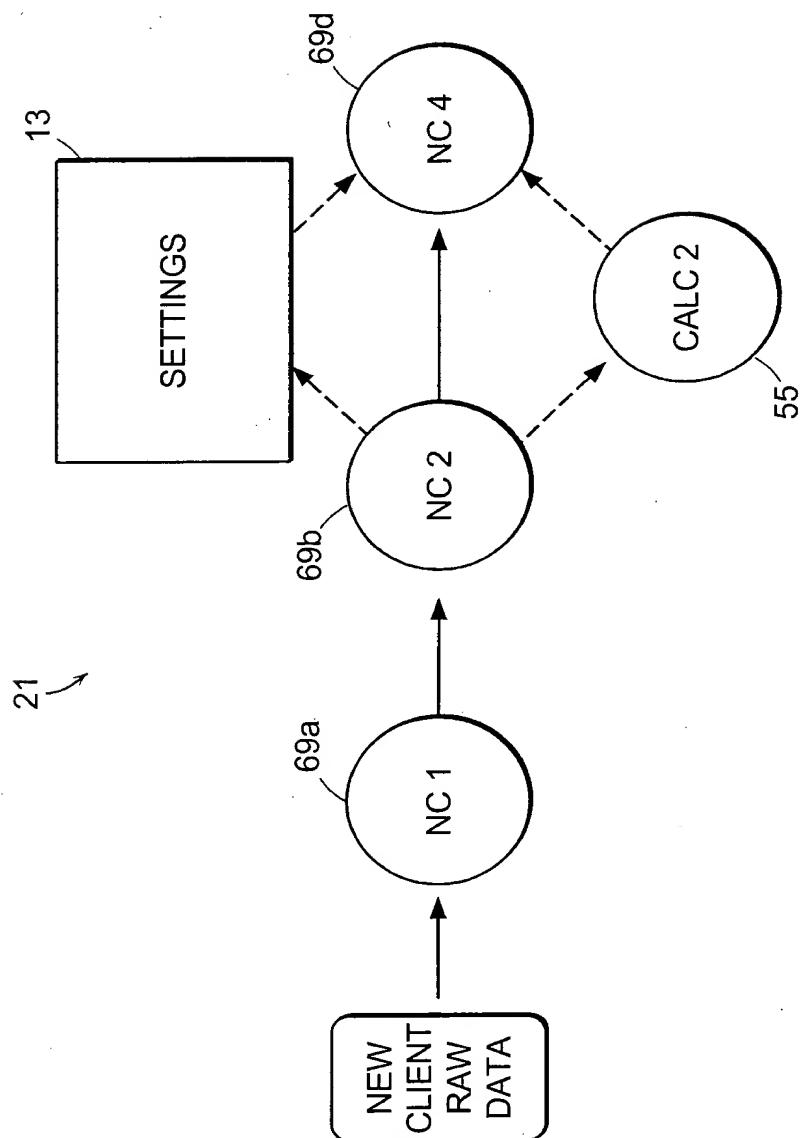
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1	Strategy Table		
2	A	B	C
3	Company	Average	Colgate-Palmolive Company
4	Sheet Number	26	
5	Analyze	yes	
6			
7	I. Prediction		
8	1. Reenerg.	24.12%	60.00%
9	2. Adj.	46.16%	33.33%
10	3. Trans.	29.73%	6.67%
11			
12	II. Actual		
13	1. Reenerg.	28.42%	58.89%
14	2. Adj.	46.12%	31.58%
15	3. Trans.	25.45%	9.53%
16			
17	ABS DIFF		
18		12.7735%	1.9111%
19	Correlation		
20		1. Reenerg.	0.65299
21		2. Adj.	0.57538
22		3. Trans.	0.68798
23			
24	Average		0.63878
25			

FIG. 9E

FIG. 10A



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A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
"Fill In New Client Name"															
69b															
1															
2															
3															
4	I. Prediction														
5															
6	A. Key Business Parameters														
7	1. Mkt Share/Revenue Ratio	27	NC 2	Value											
8	2. Asset Intensity (Asset/Rev Ratio)														
9	3. Change in Profitability														
10	B. Funding Strategy / Risk														
11	1. Company Beta														
12	2. Debt/Equity Ratio														
13	3. Creditworthiness														
14	4. Cash Flow/Revenue Ratio														
15	C. Market														
16	1. Relative Market Share														
17	2. Change in Market Share														
18	3. Relative Elasticity of Demand														
19															
20															
21															
22															
23	II. Actual														
24															
25	A. Business Structure														
26	1. Business Mix														
27	2. Business Age														
28	3. Number of Divisions														
29	4. Number of SIC Industries														
30	B. Business Strategy														
31	1. R&D Investment														
32	2. Acquisition Strategy														
33	3. Strategic Intent														
34															
35															
36	Growth Strategy														
37															
38															

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"Fill in Qualifying Criteria"

69c

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P
"Fill In New Client Name"															
69b															
1															
2															
3															
4	I. Prediction														
5															
6	A. Key Business Parameters														
7	1. Mkt Share/Revenue Ratio	27	NC 2	Value											
8	2. Asset Intensity (Asset/Rev Ratio)														
9	3. Change in Profitability														
10	B. Funding Strategy / Risk														
11	1. Company Beta														
12	2. Debt/Equity Ratio														
13	3. Creditworthiness														
14	4. Cash Flow/Revenue Ratio														
15	C. Market														
16	1. Relative Market Share														
17	2. Change in Market Share														
18	3. Relative Elasticity of Demand														
19															
20															
21															
22															
23	II. Actual														
24															
25	A. Business Structure														
26	1. Business Mix														
27	2. Business Age														
28	3. Number of Divisions														
29	4. Number of SIC Industries														
30	B. Business Strategy														
31	1. R&D Investment														
32	2. Acquisition Strategy														
33	3. Strategic Intent														
34															
35															
36	Growth Strategy														
37															
38															

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FIG. 10B

#DIV/0!
#DIV/0!
#DIV/0!

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0
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FIG. 10C